

Executive Summary

Introduction

For the first 100 years of statehood, county courthouses stood—figuratively but often quite literally as well—at the center of civic life, monuments to the democratic ideals of early Californians. The courthouse remains, now as then, a tangible symbol of the rule of law. It is a central point of contact between Californians and their government and is a key component in the administration of justice. The primary constitutional duty of the courts is to provide an accessible, fair, and impartial forum for the resolution of disputes. Courthouses are public resources that need to be managed in the most effective way to serve the public. A courthouse must be accessible, efficient, convenient, and safe.

The trial courts evolved as county-level institutions, and each developed in its own way based on the needs of the local judiciary and the culture of the local county government. Over the past decade, several important reforms have transformed the courts into state-funded institutions, and attempts are being made to ensure the adequate distribution of court resources, including facilities, among the 58 counties.

Among the most important of these reforms was the Lockyer-Isenberg Trial Court Funding Act of 1997, AB 233 – Escutia and Pringle, (Act). This legislation provided that court operations would be funded by the state. It gave the Legislature the authority to make appropriations and the Judicial Council the responsibility to allocate state funds to the courts. While the counties continue to contribute to trial court funding through maintenance of effort obligations, the restructuring of court funding ended a dual system of county and state funding and provided a more stable, consistent funding source for trial court operations. Counties, however, continued to bear primary responsibility for trial court facilities.

The Act also created the Task Force on Trial Court Employees and the Task Force on Court Facilities to deal with two major issues of governance left unresolved by the legislation.

Another significant structural court reform of recent years affecting court operations at all levels was trial court unification. Prior to June 1998, California’s trial courts consisted of superior and municipal courts, each with its own jurisdiction, judges, and staff. In June 1998, California voters approved Proposition 220, a constitutional amendment permitting the judges in each county to unify their superior and municipal courts into a single superior court. All local trial courts have since unified. The goals of court unification included improving services to the public, maximizing the use of court resources, and saving taxpayer dollars.

In 2000, the Trial Court Employment Protection and Governance Act, SB 2140 – Burton, was passed by the Legislature and signed into law by Governor Gray Davis. Prior to enactment of this law, people working in the trial courts were county employees. This legislation adopted the recommendations of the Task Force on Trial Court Employees and created a new trial court employee system that vested responsibility for personnel matters with the local courts. SB 2140 was a significant milestone in the ongoing initiative to recognize the independence of the trial courts from the authority and responsibility of their local counties.

Key Recommendations

The Task Force on Court Facilities recommends that the transition from county to state responsibility continue by the assumption of full responsibility for trial court facilities by the state. This recommendation is consistent with the previous decisions that transferred financial responsibility for court operations and court personnel from the counties to the state. The Task Force further recommends that transfer of responsibility for court facilities occur over a three-year period with counties retaining responsibility for facility maintenance costs through Maintenance of Effort (MOE) obligations to the state and payment on existing court facility debt. The primary reasons that the Task Force came to this conclusion are as follows:

- The judicial branch of state government is now wholly responsible for its programs and operations, with the exception of trial court facilities. The judiciary should have the responsibility for all of its functions related to its operations and staff, including facilities.
- Uniting responsibility for operations and facilities increases the likelihood that operational costs are considered when facilities decisions are made, and enhances economical, efficient, and effective court operations.
- The state, being solely responsible for creating new judgeships, drives the need for new court facilities.
- Equal access to justice is a key underpinning of our society and the rule of law. It is also a paramount goal of the Judicial Council, the policy-making body of the judicial branch. The state can best ensure uniformity of access to all court facilities in California.

The Task Force also recommends that the decision regarding continued responsibility for trial court facilities command immediate attention. The courts face an uncertain future while responsibility for trial court facilities is unresolved. With unclear responsibility for provision of facilities, and limited local resources, many projects and needed upgrades to trial court facilities are stalled. The counties do not have a clear basis on which to move forward with both the ultimate responsibility in question and the future treatment of in-progress projects unsettled. Resolution of the question of which entity of government will have responsibility for trial court facilities is of pressing urgency.

In order to maintain the flow of court facility projects during the period of transition from county to state responsibility, the Task Force recommends that a program of financial incentives be enacted as urgency legislation. The purpose of the incentive program is to facilitate and encourage counties to continue the development of court facility projects during the period prior to the transfer of responsibility for trial court facilities. The incentive program should reimburse county general fund expenditures for projects preapproved by the Judicial Council and the state Department of Finance, and be conditioned on the enactment of trial court facilities legislation.

The Executive Summary follows the outline of this report and of the phases of work that were performed to address the charge of the legislation establishing the Task Force, which is described immediately following this Executive Summary.

Facility Guidelines

The Task Force developed court facility guidelines based on reviewing the Judicial Council's 1991 California Trial Court Facilities Standards, and standards adopted by the National Center for State Courts, other states, and the federal government. To better understand the impact facilities have on court operations, and to identify planning and design issues, Task Force members initially visited numerous court facilities in California and other states. Throughout the course of its work, the Task Force visited additional court facilities to ensure that the proposed guidelines were reasonable, useful, and cost-effective for the evaluation of existing facilities.

The guidelines for the trial courts, Trial Court Facilities Guidelines, were used as a basis, but not a rigid template, to evaluate current facilities. Significant discounting of the guidelines was employed when evaluating existing facilities in order to reuse as many facilities as possible and not to discard functioning court facilities. The guidelines also provide guidance for the construction of new facilities.

Forecast of Future Needs

Concurrent with the review and development of facilities guidelines, consultants to the Task Force prepared forecasts of the future need for additional trial and appellate court facilities. Using 18 years of historical data, population projections from the Department of Finance, and multiple statistical forecasting tools, the consultants projected the probable number of judges and court support staff through 2020, in five-year increments. These projections provided a model of growth upon which to base capital planning for future needs. The forecasts were developed for each of the 58 counties as well as a statewide aggregate.

The table below summarizes the principal findings of the projections for statewide total trial court and appellate court judicial officers and staff, in 10-year increments.

Table 1
Summary of Projections

	Base Year	Year 2000	% Incr.	Year 2010	% Incr.	Year 2020	% Incr.
State Population	1997						
(Millions)	33.0	34.7	105	40.9	124	47.5	144
Courts of Appeal	1998-99						
JUSTICES	90.3	96.8	107	115.5	128	133.7	148
STAFF	628	668	106	826	132	991	158
Total Trial Courts	1997-98						
JUDICIAL OFFICERS	1,986	2,048	103	2,432	122	2,826	142
STAFF*	15,031	15,495	103	18,387	122	21,312	142

* Chambers staff was not forecasted. Space for these court employees is included with the courtroom and chambers set. Employees in this category include courtroom clerks, judicial secretaries, and court reporters, and are estimated at approximately 2,500. The Task Force on Court Employees estimated FY 97/98 trial court staff at 18,000.

To ensure that the forecasting models were consistent and statistically valid, a working group reviewed the methodology. The working group included representatives from the State Department of Finance, Legislative Analyst's Office, California State Association of Counties, and the Administrative

Office of the Courts. The forecasts developed are intended for facility planning only and the Task Force's projections of new judicial officer positions are in no way intended to override or influence the analysis of judicial officer needs performed by the Judicial Council or its advisory committees.

It should be stressed that the projected needs are for capital planning purposes only. Future court facility needs will be based upon actual growth of the California court system, growth that is largely driven by the addition of judicial positions and staff approved through the state budget and legislative processes. Individual projects also require programming and justification prior to approval. Forecasted needs, therefore, will be self-correcting over time.

Trial Court Facilities Inventory, Evaluation, and Planning Options

Inventory and Evaluation

To survey and inventory court facilities, the consultants to the Task Force visited every courthouse in the state, evaluated the physical condition and functionality of buildings and internal components, and evaluated the size of court spaces against the Facilities Guidelines. The evaluation focused on three attributes of the court facilities surveyed: physical condition, functionality, and space. The overall building was evaluated for the first two attributes, while the internal components or interior spaces of the building were evaluated for all three. Every facility, including its principal components, was rated as either "adequate," "marginal," or "deficient" through the evaluation process. The Facilities Guidelines were applied, with significant discounting, to determine current space needs, while the forecasts of judicial positions and staff were used, in conjunction with the Facilities Guidelines, to determine future court space needs. These forecasts were then compared to the amount of available space (i.e., space categorized as adequate or marginal) to determine the need for additional space (shortfalls).

The key findings from the inventory and evaluation process characterize the existing state of trial court facilities. The existing trial court facilities inventory in California includes 451 facilities totaling 10.1 million usable square feet (USF). Approximately 9.0 million USF (89 percent) are in county-owned buildings and 1.1 million USF (11 percent) are in commercially leased buildings. Most of California's trial court facilities are housed in mixed-use buildings, and the courts and court-related agencies (such as public defender, district attorney, and probation) are the dominant use in most buildings. The portfolio of evaluated buildings used for courts is aging, with 30 percent built before 1960 and 72 percent built before 1980.

A number of well-designed and maintained courthouses were found that served the court and community well and are an appropriate reflection of the importance of the rule of law in our society. Unfortunately, five buildings were rated deficient based on the evaluation of the physical condition of the building's core and shell. In addition, deferred maintenance, repair, or renovation was found to be necessary in a significant number of buildings.

The functional evaluation of buildings indicates significant need for functional improvement of court buildings statewide. Only 45 percent of all usable area of courts is located in buildings rated functionally and physically adequate, and 22 percent is located in buildings rated functionally deficient. Approximately 21 percent of all courtrooms were rated deficient for their current use, principally due to deficient holding, security, or in-custody access. These security-related deficiencies strongly affect the ability of courts to function in a manner that ensures safety of court participants and the public.

The lack of adequate in-custody defendant holding and secure access circulation leads to the transfer of shackled defendants through public circulation areas in some court facilities.

Facility needs commonly identified throughout the state include the following:

- Physical security improvements, such as separation of in-custody defendant circulation from staff and public, entry control, and perimeter intrusion detection
- In-custody holding facilities
- Life safety improvements, including proper exiting systems, fire sprinklers, and possible seismic upgrades
- Accessibility improvements to comply with the Americans with Disabilities Act and Title 24 requirements
- Major building system repairs such as re-roofing and replacement of heating, ventilation, and air conditioning systems
- Courtroom improvements that ensure jury/spectator separation and proper presentation of cases
- Electrical and data distribution infrastructure necessary for modern technology
- Improved jury assembly space
- Relief of overcrowding in staff support areas
- Space for new administrative positions created as a result of state trial court funding, such as personnel, purchasing, and accounting
- Meeting space for settlement conferences and alternate dispute resolution

Planning Options

The Task Force was committed to a planning process that used conservative and pragmatic approaches to meeting the facility needs of the state's court system, including significant reuse of court spaces. In developing potential planning options, the Task Force adopted a long-range perspective, examining each facility for its viability and suitability as a long-term resource. This approach resulted in identification of many needed upgrades to replace inadequate building systems and to bring facilities into conformance with the requirements for modern court operation.

The planning options were developed as tools for modeling future facility costs, rather than to serve as specific recommendations for planning and development. (All costs were expressed as constant 1999 dollars, without adjustment for inflation.) Specific project costs are subject to refinement based on the development of detailed architectural programs and plans for specific projects.

Rather than develop a specific recommended plan for each county, the Task Force developed a potential range of options using a combination of development actions. These development actions

include reuse of existing facilities; addition of space within existing buildings through conversion of existing space occupied by others; renovation of existing court space; and construction of new space. The planning process identified a range of specific and practical development options that considered the results of the court facility evaluation, insight into local conditions gained from the interviews with county and court administrative personnel, consolidation of trial court functions, operational efficiencies, geographic growth patterns, and service delivery changes. The planning options explored the reassignment of deficient courtrooms to other uses for which they would be more suitable, such as changing criminal courtrooms with inadequate in-custody holding and access to civil use. The reuse potential of each building was carefully weighed, and significant reuse of existing facilities in the options—both with and without improvements—was considered. Shortfalls were adjusted to fit each specific situation, often with significant reduction to make use of space available within existing buildings.

The planning options developed for each county generally included a minimum of two options: one reflecting the maximum reuse of existing facilities, and the other reflecting reduced reuse of existing facilities and increased new construction to replace phased-out facilities. In most cases, the maximum reuse options featured a significant acceptance of existing conditions and provided a lower level of conformance with the Facilities Guidelines. In contrast, the reduced reuse options provided more conformance with the Facilities Guidelines, together with more mitigation of existing conditions.

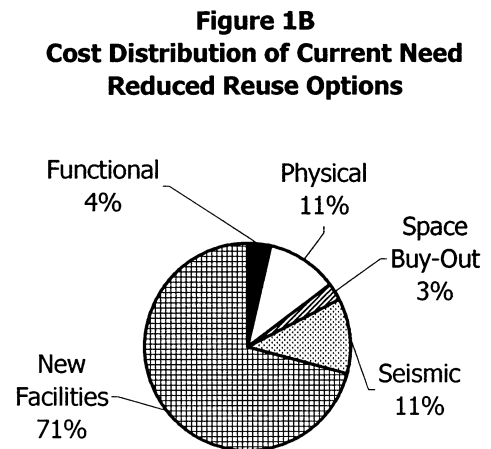
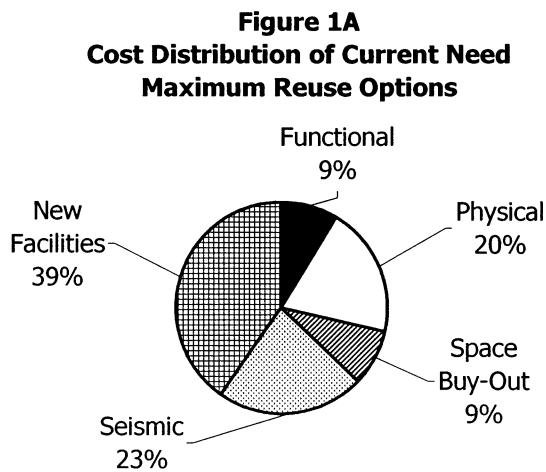
Capital Cost of Current Need

The current need for court facilities reflects providing a total of 2,153 to 2,158 courtrooms, depending on the options, and related court spaces for the current number of judicial positions and staff. The maximum reuse options provide a total of 12.6 million square feet of usable area housed in 10.1 million square feet of existing and expanded buildings and 2.5 million square feet of new construction. The reduced reuse options provide a total of 14.1 million square feet of usable area housed in 8.0 million square feet of existing and expanded buildings and 6.1 million square feet of new construction. The maximum reuse options provide 101 new courtrooms within existing buildings, principally through buying out of existing space occupied by court-related or non-court agencies, while the reduced reuse options provide 60 new courtrooms within existing buildings. The maximum reuse options provide 56 new buildings with 301 courtrooms, while the reduced reuse options provide 96 new buildings with 724 courtrooms.

The estimated capital budget for current needs is \$2,808 million for the maximum reuse options and \$3,383 million for the reduced reuse options. The estimated costs for the current needs include the costs of functional improvements; physical improvements; potential seismic upgrades; buying out of space from displaced court-related and non-court occupancies; and phasing out and replacing some existing facilities with new facilities conforming to the Facilities Guidelines. There is a significant difference between the two options in the distribution of the total estimated cost among the various cost components, as indicated in Figures 1A and 1B below.

In comparison with the maximum reuse options, the reduced reuse options provide more replacement of existing facilities, greater compliance with Facilities Guidelines, more new facilities, and fewer facilities overall. As a result of more space in new buildings, the reduced reuse options are expected to provide greater operational efficiency. Because the maximum reuse options devote approximately three-fifths of their cost to improvement of existing buildings and buying out of space for other

agencies, the reduced reuse options reflect a greater return from each dollar of capital expenditure directly to the benefit of the courts.



Capital Cost of Future Need

The amount of space required to meet future forecasted growth was developed using a model space program based on the full application of the Facilities Guidelines and the projected 20-year growth of judicial positions and court staff. During the options planning process the future need based on the projected growth was accommodated in the options, principally through the addition of new facilities. Because future facility requirements are independent of the reuse of existing facilities, the parameters and costs of facilities to meet the future growth are identical in the maximum reuse and reduced reuse options. Future need was addressed in the options by constructing new facilities, the cost of which was estimated by applying the cost model for new construction to the model space program. The estimated cost for new facilities to meet projected growth through 2020 is \$2,075 million.

Facilities Responsibility, Funding, and Transition

Responsibility

As noted previously, the Task Force recommends that the state assume full responsibility for trial court facilities and that the transfer be completed within three years. In developing specific recommendations, the Task Force was guided by the following principles that it believes are essential to the success of any change in responsibility:

- **Fiscal Neutrality** – Any change of facilities responsibility should be fiscally neutral to both the state and counties at the time of transfer.
- **Continuity of Planned Projects** – Capital investment in needed court renovation and construction projects should be vigorously pursued to completion during the time it takes to effect any recommended change in responsibility.

- **Continuing Local Participation** – The courts and county justice agencies share a unique and close relationship and they should both participate in future court facility decisions, regardless of who is fiscally responsible for the facility.
- **Unique Facilities** – Any process for changing facility responsibility must be designed to address unique attributes of individual court facilities, such as their history, location, indebtedness, and use by more than one agency.

Funding

To effectively manage a portfolio of court facilities, funding for the operating, maintenance, administration, leasing, and debt financing of current and future facilities must be ensured. Based on the Task Force’s survey, as well as building industry standards, the estimated annual cost for operations, maintenance, and administration is \$140 million per year for all existing trial court facilities.

In addition to county-owned facilities, approximately 1.1 million USF of court space is currently leased at a cost of \$27.6 million per year.

The survey also found that 68 (15 percent) of the 451 existing court facilities were financed, with an estimated annual debt service of \$95.8 million and an average of 14.4 years remaining on the debt.

In addition to ensuring the ongoing operation, maintenance, and administration of existing facilities, there is a continued need to invest in new and renovated facilities. To increase affordability and ensure that the most critical facility deficiencies are addressed in a timely manner, the Task Force recommends that the total current facility need of \$2,808 million to \$3,383 million be funded over a ten year period, following an initial ramp up period. The annual capital funding needed to accomplish that goal would range from \$280.8 to \$338.3 million, with a corresponding increase in operations, maintenance, and administration cost of \$3.4 million to \$5.4 million.

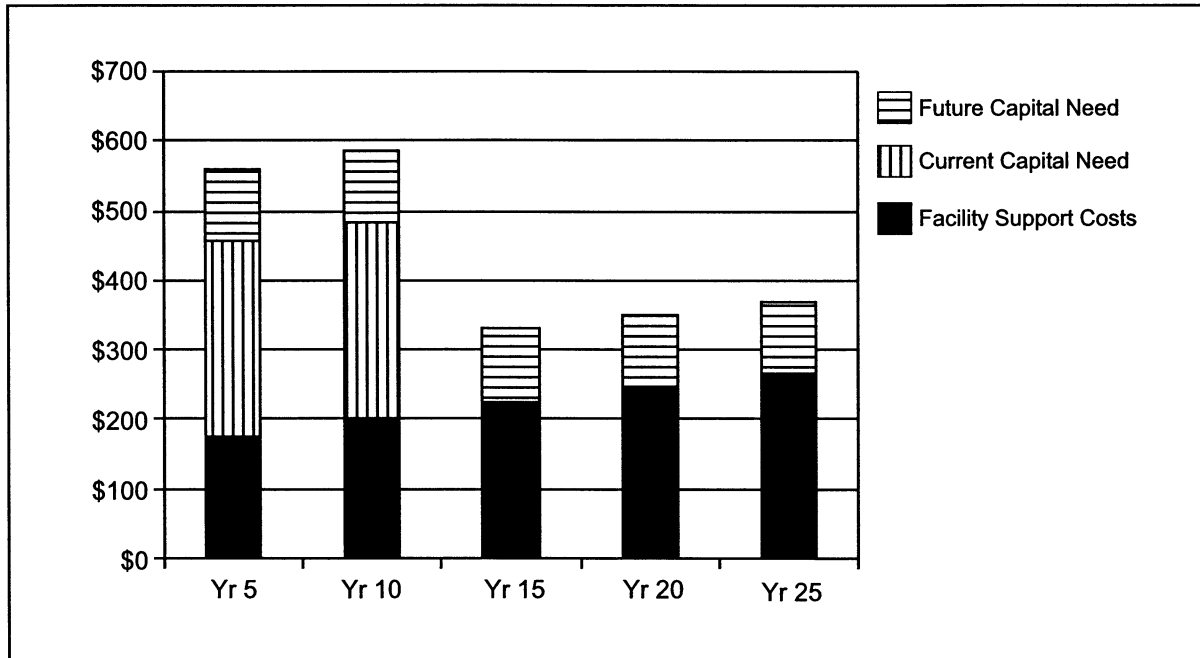
While current need is a function of existing conditions, the future facility need is a function of the projected growth of the trial courts. The average annual increase in court facilities to meet new demand on the court system would be 0.290 million USF.

Like current need, future court facilities needs require both capital outlay funds for construction and support funds for the ongoing operation and maintenance of added court facilities. The estimated total capital cost of the future need is \$2,075 million, or \$103.8 million annually, over a 20-year planning horizon, with a corresponding increase in operations, maintenance, and administration cost of \$4.0 million.

While there are many investment strategies that can be developed to fund needed trial court facilities, one strategy is illustrated here. It is based on meeting identified current needs over a ten-year period, implementing the maximum reuse of existing trial court facilities options. In the model, future need is addressed by straight-line funding over a 20-year period. For modeling purposes, capital spending for the current need is ramped up over a three-year period; the future need is first addressed in year five.

Based on these assumptions, the total annual funding requirement for existing facilities, as well as the capital and ongoing facilities support for the current and future need, is illustrated in Figure 2 below:

Figure 2
COST MODEL BEFORE REVENUES
Scenario: Maximum Reuse – Pay-As-You-Go
(\$ Millions)



The facility ownership and operations survey of counties revealed that the primary resources currently being used by counties to fund court capital facility asset development include the following:

- Courthouse Construction funds
- Criminal Justice Facility Construction funds
- County General funds

Based on the survey, revenue dedicated to retiring capital debt on court facilities statewide is about equally split between the Courthouse and Criminal Justice Facility Construction Funds (50 percent) and county general funds (47 percent). Grants and miscellaneous revenue fund the remaining 3 percent.

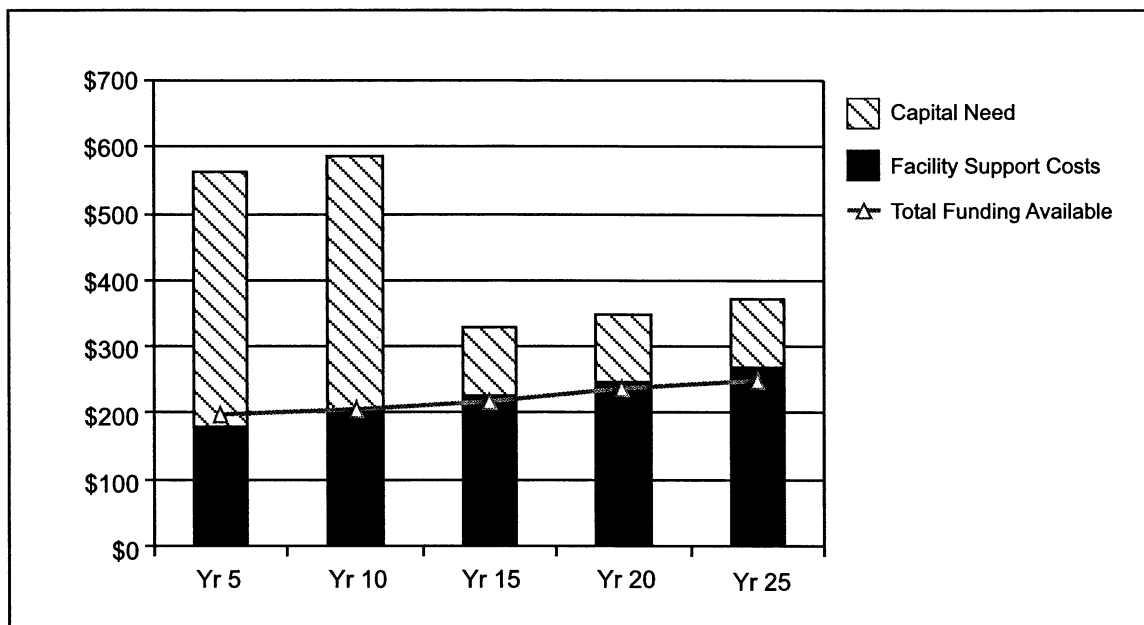
In addition to the Courthouse and Criminal Justice Facility Construction Funds, Riverside, San Francisco, and San Bernardino Counties are authorized to add surcharges to civil filing fees. In fiscal year 1998-99 \$57 million was deposited in the Courthouse Construction Fund, with \$30.6 million committed annually to debt service. The amount available to fund new projects will increase as the debt is retired.

The Criminal Justice Facilities Construction Fund is principally used by counties to fund other justice system facility needs, not courthouse construction. Therefore, the Task Force does not consider this

fund to be a realistic or appropriate source of revenue for future court construction. It is, however, an existing source of funding for current debt for which the fund is already committed.

Revenues from criminal fine penalties and civil filing surcharges are also likely to grow, commensurate with the increased caseload forecasted by the Task Force over the next 20 years. Based on existing revenue sources and the funding needs projected earlier, the unfunded cost for existing and needed court facilities was modeled. The annual cost and funding model is illustrated in Figure 3 below.

Figure 3
ANNUAL COST & FUNDING MODEL
Scenario: Maximum Reuse – Pay-As-You-Go, with Existing Revenues
(\$ Millions)



The above model is based on paying all design, development, and construction costs as they are incurred, so-called pay-as-you-go financing. If the current need were financed, the peak annual cost would be reduced by approximately 20 percent, while substantially increasing the total cost due to the interest cost of borrowing money.

The Task Force recommends the following existing and new revenue streams be used to fund the trial court facilities once responsibility has transferred to the state:

- County General Fund – Maintenance of Effort (MOE)** - The Task Force recommends that funds historically spent by counties to maintain existing court facilities be transferred to the state in perpetuity. To accomplish this, the Task Force recommends that MOE obligations be established similar to the ones established by the Act for transferring counties' historical trial court operations funds to the state.
- Criminal Fine Penalties** – The Task Force recommends that these funds be transferred to the state (75 percent) and local court (25 percent) and that penalties be standardized statewide at \$5 for each \$10 of criminal fines, penalties, and forfeitures.

- **Civil Filing Surcharges** – These surcharges are currently collected in Riverside, San Francisco, and San Bernardino Counties, and the Task Force recommends that this revenue be extended and made a uniform \$50 on civil filing fees throughout the state following the San Francisco model.
- **State General Fund** – Court facility management, operating, and maintenance costs in excess of the amount collected from the recommended facilities MOE should be funded from the state general fund. Funding requests should be incorporated into the Judicial Council’s annual trial court budget process and the state’s support budget process. Court facility alteration, renovation, and construction projects that are not funded from Courthouse Construction Funds transferred to the state should be funded from the state general fund.

Based on the above recommendations, total revenue generated for construction of trial court facilities would initially be \$179.1 million per year, increasing to a projected \$246.5 million in 20 years. The increased revenues would offset a significant portion of the current facilities need and, if achieved, could fully fund the projected future need.

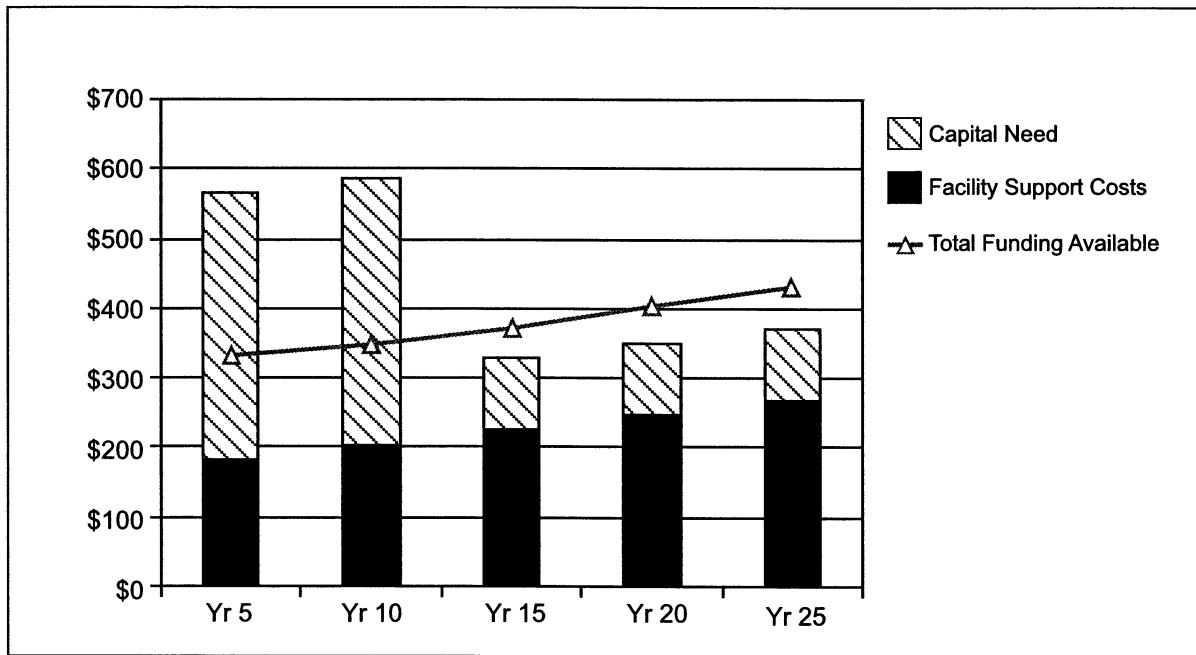
All capital development and facilities support costs throughout this report are expressed in 1999 dollars, current at the time of the survey and evaluation. To adjust the total capital need to 2001 dollars, an escalation factor of 3.74% derived from the California Construction Cost Index may be applied to all capital costs presented throughout the report. To adjust facilities support costs to 2001 dollars, an escalation factor of 5.98% derived from Bureau of Labor Statistics Producer Price Indices may be applied.

Once current facilities needs are satisfied, the courts’ capital development requirements could be funded entirely from fees, without dependence on state capital outlay funds. This would satisfy the goal of establishing a stable and reliable funding source.

The courthouse construction revenues are designed exclusively to fund capital development projects. Therefore the Task Force recommends that the revenues should be reevaluated once the current need is met, and that the fees be adjusted to reflect the capital budget requirements. As an alternative, legislation could be enacted to allow the collected funds to be used to offset facility support costs.

The annual cost and funding model based on the proposed revenue increases is illustrated in Figure 4.

Figure 4
ANNUAL COST & FUNDING MODEL
Scenario: Maximum Reuse – Pay-As-You-Go, with Proposed New Revenue
(\$ Millions)



Transition

The Task Force recommends that transfer of responsibility for trial court facilities occur over a three-year period, with the counties retaining funding responsibility for existing debt payments, facilities management, and maintenance costs through a Memorandum of Understanding (MOU) with the Judicial Council that includes a MOE obligation. Court facility responsibility for new judgeships and court employees (associated with those positions authorized after January 1, 1998) should continue to rest with the state. Facility responsibility related to existing judgeships and court employees should remain with each county until transferred to the state under the terms of the MOU. Responsibilities of parties sharing mixed-use buildings should be established by agreement in the MOU.

To transfer responsibility for trial court facilities from the counties to the state, the Judicial Council and local courts will need to organize and staff a transition team for the short term. Completing the transfer in three years will be a formidable task. During this period, the Judicial Council must design and staff the transition organization; train staff; develop policies, procedures, and schedules; establish MOE's; negotiate the responsibilities of counties and the state relative to over 400 trial court facilities; and negotiate MOU's with all 58 counties. The long-term organization should be designed to assume responsibility for an increasing portfolio of court facilities, as agreements are executed with each county and facilities responsibility is transferred to the state. In addition, the long-term organization should integrate transitional staff as their transitional tasks are completed. Coordinating responsibilities and activities of the long-term and transitional (short-term) organizations will be critical to the success of the transfer of responsibility.

The Task Force recommends that the transfer of responsibility for trial court facilities from the counties to the state be conducted according to the following schedule:

Table 2
Proposed Timeline for Transition

Date	Activity
October 1, 2001	<ul style="list-style-type: none"> • Task Force issues its final report.
October 2001 to September 2002	<ul style="list-style-type: none"> • Bill is enacted transferring responsibility for trial court facilities to the state. • Initial transition funded. • Judicial Council develops long-term and transitional organizations.
July 2002 to January 2003	<ul style="list-style-type: none"> • Judicial Council and local courts fill key staff positions in new facilities organization.
January 2003	<ul style="list-style-type: none"> • Law transferring facilities responsibility to the courts takes effect.
January 2003 to December 2005	<ul style="list-style-type: none"> • Negotiations between the Judicial Council and the counties occur. • Trial court facility responsibility transfers to state, county by county or facility by facility, in accordance with terms of the negotiated MOU.
January 1, 2006	<ul style="list-style-type: none"> • Transfer of trial court facility responsibility to the state is completed.

The Task Force also recommends that the Judicial Council and local courts, with the advice and counsel of the state Departments of Finance and General Services, develop the organizational structure, staffing, and capacity necessary for the long-term management of trial court facilities, considering the following:

- Which facility management functions are best handled centrally, regionally, or locally.
- The benefits of using in-house staff or contracting with the counties, the Department of General Services, or other providers.
- That facilities planning, acquisition (e.g., design, land purchase, construction, leasing), and facility operations and maintenance will grow as facility responsibilities are transferred to the state, and will continue to grow as new facilities are built.
- How to build long-term organizational capacity while simultaneously carrying out one-time tasks necessary for the successful transition of responsibility for court facilities from the counties to the state.
- Establishing operating policy and procedures and adequately staffing both long-term and short-term activities critical for the successful transfer of facilities responsibilities.